

HR Advantage



A Publication for HR Practitioners

Fall 2010 - Issue 21



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Delivering HR Services That Matter

MassHR, an Executive Branch interagency human resources collaboration, is focused on the delivery of HR expertise, professional development and technology tools and solutions to directly enable the mission critical goals of our agencies.

Over the past three months, the MassHR Team has launched two initiatives: the Time and Attendance Self-Service Pilot and the Commonwealth Manager Certification Program (CMCP).

The CMCP is designed to provide Executive Branch managers with knowledge and tools to develop their professional skills and master the latest management concepts and techniques needed to excel in state government. Students will participate in classroom coursework, engage in panel discussions and will complete a final project that reflects their agency's interests.

Applications for this initial offering of the program far exceeded our expectations. The inaugural class will include 130 members. Classes will begin in October 2010 in Boston, West Boylston and Taunton, MA. The HR/CMS upgrade to version 9.0,

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HR/CMS Upgrade to Version 9.0 Successful

On March 22, 2010, HR/CMS (Human Resources Compensation and Management System) Version 9.0 went live! The upgrade was successful, with payroll running successfully the next week. This is the accumulation of a year plus project to upgrade the system.

One member of the Project commented, "It was a lot of hard work and there still is a lot of work to do, but I am proud that we were able to meet our 'go live' deadline and successfully upgrade our payroll system."

Over the past few months, the HR/CMS Project Team has been working on the stabilization process. The upgrade to the Commonwealth's payroll system was the first phase of the MassHR initiative.

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HRD SPOTLIGHT: Administration & Finance Unit

The Administration and Finance Unit is responsible for ensuring the fiscal stability of the Human Resources Division. This Unit develops the annual spending plan and provides program staff with monthly updates on program spending. The Unit also provides operational and administrative support to all staff members within the Human Resources Division.

The Administration and Finance Unit's primary areas of responsibility include: Budget & Planning, Accounts Receivable/Chargebacks, Accounts Payable, Contract & Procurement, and Facility Functions. Staff in the program units use the Administration and Finance Unit as direct contact staff for all of these major central functions.

The Budget section coordinates state fiscal resources across multiple appropriation accounts. Throughout the fiscal year, which runs from July 1 to June 30, the Budget section monitors the rate of expenditures in all accounts and projects surpluses and deficiencies to inform program planning. The Budget area provides direct support to the Chief Human Resources Officer regarding all budgetary issues and ensures that senior management has a concise picture of what is happening financially at all times.

The Accounts Receivable/Chargebacks (ARC) areas coordinates the billing, accounting and posting of all revenue related to legislatively authorized agency services delivered by the Human Resources Division in areas such as Workers Compensation Administration, WC Litigation and Employee Training services. The ARC section is charged with keeping an accurate record of money owed by clients and money received by clients that is to be applied to balances owed for agency services delivered.

The Accounts Payable (AP) section is responsible for paying all obligations for goods or services that have been acquired on open account from agency suppliers. The agency services acquired range from specific business needs of each HRD unit to more general needs like office supplies and equipment. The AP section tracks and timely pays invoices so as to maintain good supplier relationships and to take advantage of supplier discounts to save the Commonwealth money.

The Contracts and Procurement section is the point of contact for the purchase and contracting of services. The unit facilitates on the administrative aspects of procurement and contracting of goods and services, processes and tracks service contract transactions and provides technical support to other agency units in the development and posting of RFRs and other procurement mechanisms. The unit also maintains documentation on contracts and procurement transactions.

Ask HRD...What is Executive Order 517



Executive Order 517, an order to enhance the efficiency and effectiveness of the delivery of HR services within the Executive Branch of the Commonwealth, was issued by Governor Patrick on January 27, 2010.

The Order specifically calls for state government to "Strive to achieve every possible efficiency in its operations and in its delivery of services to the people of the Commonwealth;..." It becomes more specific with the following: "...one mechanism for achieving greater efficiency and cost-effectiveness is by further coordinating, standardizing and automating the delivery of systems from the Executive Department's Human Resources units."

Section 6 of **Executive Order 517** required that HRD, in partnership with the Human Resources Advisory Council, submit an HR Strategic plan for a more cost efficient HR services delivery model. As part of this plan, HRD developed the MassHR initiative. Two major projects we have undertaken as part of our MassHR initiative is the implementation of the HR/CMS Version 9 Upgrade and the commencement of the Commonwealth Management Certificate Program.

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implemented earlier this year, delivered several new self-service features, one of which is Time & Attendance. This module supports automated time entry for employees and an automated manager review and approval. This self-service solution will provide a common platform for agencies to collect time & attendance requirements in one state-wide system.

The all-new feature will allow managers and staff to:

- Enter time directly in HR/CMS
- View leave balances in real time
- Review and approve time directly in HR/CMS (manager/supervisor only)

Because the scope of the implementation across the Commonwealth is large and complex, we will employ an incremental pilot approach to reduce risk and to ensure optimal success.

Phase 1: Deployment of Self Service Time & Attendance to a group representative of the 9-5 workforce from the Comptroller's Office, the Human Resources Division and the Information Technology Division.

Phase 2: Deployment of Self Service Time & Attendance to a group representative of the 24/7 workforce at the Lemuel Shattuck Hospital and the Berkshire Sheriff's Department.

Phase 3: Post-pilot activities and preparation for deployment of Self Service Time & Attendance to the entire Commonwealth population.

For more information about the MassHR initiatives go to www.Mass.gov/MassHR.



MassHR

Commonwealth Management Certificate Program

Leadership Matters

We are pleased to announce the launch of the Commonwealth Management Certificate Program (CMCP) in October 2010. Jean Comparetti, Director of Commonwealth Shared Services Training, and her team, are implementing the first shared services management training program. This program was built on the success of the management training programs offered at the Executive Office of Health and Human Services. In the spirit of MassHR, this program represents a successful collaboration of enterprise wide-solutions.

The CMCP allows participants to cultivate new skills, explore diverse perspectives, and develop new leadership styles—enabling them to become leaders in state government with the confidence and skills to manage their staff and agency in all economic environments.

The CMCP is designed to maximize the impact your manager will immediately make when he/she returns to work. Equipped with the appropriate knowledge, skills and management tools, managers will be prepared to meet the challenge to do more with less, improve productivity, and increase employee morale.

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CHRO Commentary

Paul D. Dietl

Chief Human Resources Officer



Mass HR: What does this mean for you?

In this edition, I am writing to tell you a little more about MassHR and what the HR community and the state-wide workforce can expect.

Other articles in this newsletter address in detail some of the initiatives that are already underway. I encourage you to read them, think about them, and imagine the possibilities for the future.

With the upgrade of HR/CMS completed earlier this year, and a comprehensive contract with ORACLE, we have acquired some sophisticated technology that will help us reduce paperwork and the manual handling of transactions. This streamlining project will allow the HR staff to spend much less time chasing paper, and, more time to work as partners with their agency business units in them carrying out their missions.

Employees, supervisors and managers will be given the tools and professional development support to be successful in their jobs. All of us will have opportunities to create innovative HR programs.

An important part of the Mass HR initiative will focus on the re-training and redeployment of our HR employees for a successful transition. Mass HR will provide opportunities for many of us to take on new roles. As always, we will continue to rely on the many skills and talents of our employees and their commitment to the citizens of the Commonwealth.

We look forward to collaborating with you as we create the future of HR. I invite you to be a part of it.

If you wish to comment on this article, or provide any feedback, please write to me at:

Paul Dietl
Chief Human Resources Officer
Human Resources Division
One Ashburton Place, Room 301
Boston, MA 02108

For the HR Professional:

*Corporate Leadership Council Meetings/
Teleconferences/Webinars:*



Corporate Leadership Council Meetings/ Teleconferences/Webinars:

[Managing Leadership Performance Risks](#)
October 15, 2010

[Building Engagement Capital](#)
October 22, 2010

[Building and Executing an Integrated
Leadership Strategy](#)
October 28, 2010

[Emerging Issues Series: Executive Compensation:
Rewiring Comp Plans for Risk and Transparency](#)
November 9, 2010

[Improving Returns on Leadership Investments
Beyond Programs to Outcomes](#)
November 10, 2010

[The Disengaged Star: Four Imperatives to Reengage
High-Potential Employees](#)
November 15, 2010

[Lost in Transition: Maximizing Employee Performance
Outcomes from Organization Redesign Initiatives](#)
November 23, 2010

To register for any of the above, please visit the
[Corporate Leadership Council Website](#).

You will need to request access to the site if you do not already have an account.

LEGAL REVIEW:

By The Human Resources Division's Legal Unit



Civil Service Commission Holds that Bumping is Limited to Job Series

Tomashpol v. Chelsea Soldiers' Home

Facts:

The Appellant was a permanent full-time Typist II at Chelsea Soldiers' Home (CSH) since 12/30/1999. In the spring of 2009, due to "9C" budget cuts, CSH eliminated all positions of Typist II and EDP Entry Operator II. The Appellant requested that she be demoted either to the position of Clerk II or Clerk I then held by an employee with less seniority than she. All three positions are classified in the official service. CSH denied the Appellant's request. Appellant appealed.

Holding:

CSH argued that "bumping" is limited to a demotion to a lower title "within the job series of the position being affected." CSH argued that Typists and Clerks are functionally separate and distinct jobs. Appellant argued that except for the difference in name and pay grade, the jobs of Clerk I or II are functionally the same job as a Typist II, thus bumping to such functionally equivalent titles fits within the statutory scope of a lower level job. The Commission stated that although they have previously permitted bumping in the labor service outside of one's job title, Section 39 uses different language when describing bumping rights in the official service. The Commission explained that the words "in succession" used in Section 39 show that the legislative intent was to make bumping rights in official service more restricted than in labor service and thus, the legislature wanted to confine it to a vertical grouping of jobs within the employee's "title" or "series," consistent with the statutory meaning of those terms in M.G.L.c 31, §1. The Commission stated that when applying civil service law as written, a Typist and Clerk are different "titles" and are classified in different job series. Thus, the Commission held that although a department has a broad discretion when making layoff decisions to act equitably to preserve jobs held by long-time civil servants, the language of Section 39 however, expressly limits "bumping" rights of official service employees to the "lower title or titles in succession." Thus, the clear legislative intent was to constrain "bumping" to official service titles within the same job "series." The Commission held that if this requirement is to change, it is for the legislature or HRD and collective bargaining units to negotiate the appropriate changes.

Appellant's Appeal denied.

Ask HRD...What is Executive Order 517



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Through MassHR, we are striving to achieve results by leveraging technology, supporting employees to be more successful on the job and providing new services, thereby developing a more comprehensive HR infrastructure.

Executive Order 517 was issued by the Governor on January 27, 2010 to effectuate change in the delivery of services to the people of the Commonwealth. The Order specifically calls for state government to "Strive to achieve every possible efficiency in its operations and in its delivery of services to the people of the Commonwealth; and one mechanism for achieving greater efficiency and cost effectiveness is by further coordinating, standardizing and automating the delivery of systems from the Executive Departments' Human Resources units."

HRD plans to implement Executive Order 517 by leveraging technology, particularly with the HR/CMS Version 9 Upgrade, participating in planning committee meetings with the Governor's HR Advisory Council, secretariat leadership, agency HR Professionals, employees and union representatives to develop a more comprehensive HR infrastructure.

HRD Profiles



Kara Rudnick
Account Analyst
Organizational Development Group

A native New Yorker, Kara moved to the Bay State in September of 2007 after getting married. She now resides in Norfolk. Kara joined HRD in January of 2008 and currently works as an Account Analyst in the Organizational Development Group. Kara believes that one of the best aspects of her position is working with a wide variety of people, both internal and from external agencies.

After college graduation, Kara opted for a career in the public sector. She stated, "I have always enjoyed working with people from various backgrounds and interests, as well as working towards bettering my community."

When asked what advice she would give someone hoping to work for the Commonwealth, she stated, "**Many individuals are not aware of the vast opportunities that are available with the public sector and that the work being done on a daily basis clearly has an impact on every citizen in the Commonwealth.**" As an Account Analyst, Kara is responsible for handling numerous hiring transactions and is currently works closely with the Office of Disabilities and Community Services, the Office of Children, Youth and Families and the Department of Veterans' Services within the Executive Office of Health and Human Services. Kara also works on a variety of projects.

Outside of the office, Kara enjoys spending time with her husband, making her new house a home, spending time outdoors and visiting with family and friends back in New York.

Tsuyoshi grew up in Tewksbury, MA and recently moved to Swampscott with his wife, Jennifer, and their two boys, Tyler, 5 and Matthew, 3. Tsuyoshi is a graduate of Holy Cross College and the University of Connecticut School of Law. He currently works as a Labor Counsel for HRD's Legal Unit

Tsuyoshi really enjoys working with his colleagues in the HRD Legal Unit and meeting other Commonwealth employees. He stated, "When working on employment and labor issues, I always deal with very interesting issues and fact patterns."

Although scheduling cases and a heavy workload can be challenging, Tsuyoshi opted for public sector employment. He stated, "As an attorney, you are given a substantial amount of autonomy and responsibility at an early point in your career. It also allows me to have a good work/life balance that is difficult to find as an attorney in the private sector."

Tsuyoshi would recommend public sector employment to others. "I would advise a new employee to take on as much responsibility as they can and to challenge themselves. The Commonwealth offers many amazing opportunities for an individual to gain experience and be involved in important matters affecting the citizens of the Commonwealth."

Although Tsuyoshi has had numerous accomplishments at work, his most proudest ones are being a husband and father. He stated, "I love my family and spending time with them. Playing with my two boys, teaching them and watching them grow up is the most fulfilling and rewarding experience in my life."

When not juggling cases, you can find Tsuyoshi at the ice rink. He is an avid hockey player and continues to play in an adult league. It's the Bruins loss, HRD's win!!



Tsuyoshi Fukuda
Labor Counsel
Legal Unit



MassHR

Commonwealth Management Certificate Program

Leadership Matters

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The curriculum builds skills and competencies in the areas listed below and culminates in the development and presentation of an action learning project.

- *Manager as Strategic Leader*
- *Manager as Problem-Solver*
- *Manager as Team Leader and Collaborator*
- *Manager as Role Expert*
- *Managing Inter- and Intra-Organizational Relationships*
- *Creating a Learning Environment*
- *Organizational Responsibility*

Approximately 130 managers from across 47 Executive Branch agencies will be participating in this year's program. The program runs from October to June and consists of seven one-day courses. Classes will be offered at locations across the Commonwealth, including Boston. Because interest has exceeded our expectations, we plan to expand the program to accommodate all manage

2010 - 2011 Class Schedule

Commonwealth Management Certificate Program									
Location	2010-11 Class Schedule								
	Oct '10	Nov '10	Dec '10	Jan '11	Feb '11	Mar '11	Apr '11	May '11 (Final Project)	
Boston1	5-Oct	10-Nov	9-Dec	11-Jan	2-Feb	10-Mar	12-Apr	10-May	11-May
Boston2	20-Oct	16-Nov	1-Dec	20-Jan	10-Feb	1-Mar	6-Apr	17-May	18-May
Taunton	21-Oct	18-Nov	14-Dec	6-Jan	15-Feb	16-Mar	14-Apr	4-May	5-May
West Boylston	12-Oct	4-Nov	16-Dec	18-Jan	16-Feb	24-Mar	26-Apr	25-May	26-May

2010 - 2011 Class Locations

- Boston1 : One Ashburton Place, 10th floor
- Boston2 : One Ashburton Place, 10th floor
- Taunton: 1000 County Street, Taunton, MA
- West Boylston: 180 Beaman Street, West Boylston, MA



What a Difference a Day Makes!

On September 15, 2010 (the United Way Annual Day of Caring) over 65 state employees across the state joined 15,000 private sector volunteers to participate in one-time volunteer shifts.

List of SERV project sites:

College Bound Dorchester
Girls Inc, Lynn
Northeast ARC, Danvers
Home for Little Wanderers, Plymouth
Home for Little Wanderers, Walpole
Mainspring Housing Shelter, Brockton
Falmouth Service Center
Community Harvest, North Grafton
YOU, Inc. Worcester and Boylston
American Red Cross, Worcester
City of Westfield Senior Center
Martin Luther King Jr. Community Center, Springfield
Project Homeless Connect, Springfield

Girls Inc shift (Lynn)

Mass Rehabilitation Commission Team



Left to right: Serena Scanzillo (Mass Rehab Commission), Marsha Billias (Associate Executive Director, Girls, Inc), Shannon Wiggins (Mass Rehab Commission), and Colleen O'Leary (Development Director, United Way)

- ♥ The needy, the elderly, people with developmental disabilities, teenagers, and at-risk youth all benefited from the work that was accomplished. It took only a little time and effort for our volunteers to achieve great things and make a long lasting impact.
- ♥ No matter what expertise our volunteers shared that day, they all answered the call to **SERV**ice and made a difference in their communities. Thanks for a job well done!

Northeast Arc shift (Danvers)

Department of Workforce Development Team



Front row (left to right) Alice Sweeney, Suzanne Ryan (Volunteer Coordinator Northeast Arc) , Ruth Stolberg, Rosemary Chandler, Leslie Mark, and Diane Hurley

Second row (left to right) Eddie Bartkiewicz, Dave Manning, Ken Messina, and Jack Sprince.

Red Cross Volunteer Shelter Operations

Training Class 9/16/10





September is **National Preparedness Month** (see www.ready.gov)

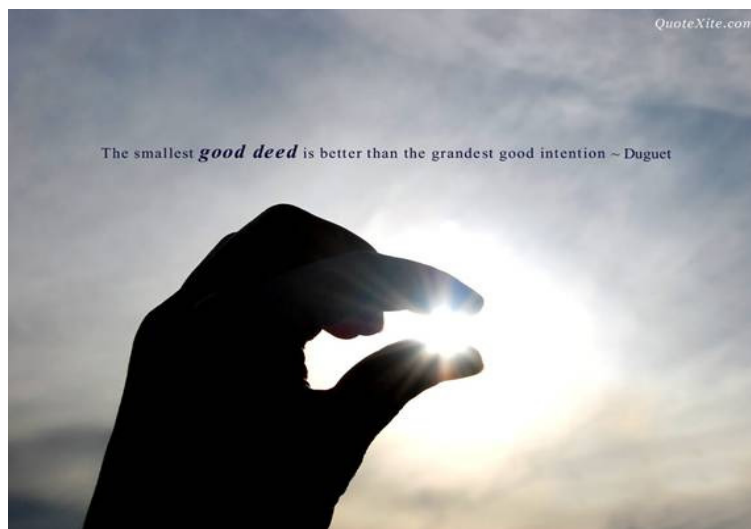
The Human Resources Division worked with the American Red Cross of Mass Bay and Merrimack Valley to schedule two Disaster Volunteer Training Sessions Boston in the areas of:

- Disaster Assessment
- Shelter Operations

Over 30 state employees received training in one of these areas. Since the summer of 2009, over 250 state employees have taken Red Cross volunteer training classes and over 50% of these employee are now certified disaster volunteer specialists. Several have already put their training to use when they were deployed by the Red Cross here in Massachusetts to respond to or to prepare for disasters such as floods, fires, and (expected) hurricanes through the Red Cross Disaster Leave benefit (separate from SERV) . For more information about this benefit, please see:

http://www.mass.gov/Eoaf/docs/hrd/policies/files/disaster_relief_volunteer_leave.rtf

Other disaster volunteer training classes will be offered at different locations across the state if there is sufficient interest. Please email naatalie.wadzinski@massmail.state.ma.us if you'd like to be on an email list to learn about future training sessions.





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*Editor: Amy Lynch
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Copy Editor: Kara Rudnick*

We're on the web!

mass.gov/hrd



Quarterly Quotes

The first rule of any technology used in a business is that automation applied to an efficient operation will magnify the efficiency. The second is that automation applied to an inefficient operation will magnify the inefficiency.

- Bill Gates